The Path to the Good Life
Strong Women, Strong Communities–
Advancing Aboriginal Women's Equality

Aboriginal **W**omen's **C**onference

February 9th -10th, 2011

St. John's, Newfoundland Labrador

Newfoundland
Labrador

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Executive Summary

The sixth Provincial Aboriginal Women's Conference took place from February 9th to 10th, 2011 in St. John's, Newfoundland Labrador.

The conference was once again successful in bringing together a number of Aboriginal women from a variety of different communities and backgrounds. The various groups from across the province that were represented include: Innu, Inuit, Mi'kmaq and Métis, as well as representatives of Aboriginal women living in various urban areas.

This year's conference was titled "The Path to the Good Life – Strong Women, Strong Communities – Advancing Aboriginal Women's Equality".

Since 2006, the Provincial Government has provided annual conference funding. The purpose of these conferences is to provide Aboriginal women across the province the opportunity to come together and share information. Equally as important, the overall goal of these conferences is to advance the status of Aboriginal women in Newfoundland Labrador.

Over the past number of years, these conferences have been designed to ensure the full participation of all Aboriginal groups in the province and to respect the diversity and richness of Aboriginal women in Newfoundland Labrador. This year's conference agenda (Appendix A) was designed to share some of the specific issues of Aboriginal women and leadership in Newfoundland Labrador. The objectives of this year's conference were:

1. Providing a venue for Aboriginal women and government to come together to share information in order for Aboriginal women to gain a better understanding of issues and challenges in leadership.
2. Provide information to Aboriginal women to be in a position to bring information back to their own communities relating to the experiences of other Aboriginal women in other communities.
3. Provide Aboriginal women the opportunity to discuss possible solutions and to support other Aboriginal women in accessing funding for those solutions.
4. Enabling Aboriginal women and government the opportunity to gain a clearer understanding of the needs of Aboriginal women to access leadership opportunities in the public service and public sector.

The conference was planned by a Steering Committee (Appendix B) made up of representatives from Aboriginal groups, the NAWN working group, the Department of Labrador and Aboriginal Affairs and the Women's Policy Office.

Once again this year, the Steering Committee invited the delegates from their respective groups to the conference.

The conference delegates, from youth to elders, represented a wide variety of occupations and disciplines, creating an excellent cross-section of strengths and experiences of Aboriginal women from across Newfoundland Labrador.

Aboriginal women are essential and vital to the collective solidarity of their communities. By providing information and empowering these Aboriginal women, we are enabling them to connect in a supportive way along with providing the opportunity to learn, share and discover their united strength and celebrate their differences.

Aboriginal women have always played an important role in their community. Aboriginal women have been known to possess courage and strength to do what needs to be done, to take care of their families, of their communities and their nations.

Once again this year, the conference was a huge success. It brought together women who shared their traditions and culture with their fellow sisters, along with renowned Aboriginal women leaders and the Provincial Government.

These conferences allow delegates from the respective groups to join together as one community with a common voice of advancing the issues that Aboriginal women face.

Conference Proceedings: Day One

The Conference began with a traditional opening ceremony.

The Newfoundland Aboriginal Women's Network (NAWN) and the Federation of Newfoundland Indians completed a smudge ceremony with everyone joined in a circle. After the smudge was completed, songs were sung in traditional language.

Judy White, Conference Facilitator, provided a welcome to all of the delegates, and reviewed the agenda with conference delegates.

Overview of Conference

Judy explained that over the course of the conference, participants would learn about experiences, practices, approaches and tools to help Aboriginal women, as well as their communities, strengthen their leadership capacity, which will, in turn, provide many benefits for Aboriginal people, women in particular.

Welcome – Minister Susan Sullivan

As Minister Responsible for the Status of Women, the Honourable Susan Sullivan welcomed delegates (Appendix C). She emphasized that relationships developed at these annual conferences are essential to how the Provincial Government works with the Aboriginal women's community.

Aboriginal women help bridge the Provincial Government to the Aboriginal community and provide insights into what is needed to grow and secure greater equality and help shape Provincial Government policies.

Dr. Kara Arnold

Women and leadership: Behaviour, perception and career advancement

Dr Kara Arnold a professor with the faculty of business administration at Memorial University of Newfoundland presented her research on gender and transformational leadership (Appendix D). She differentiated between the behaviour of a leader and the perception of this behaviour. The research outlined the differences and similarities in between transformational leadership behaviour for men and women. She highlighted that context and the perception linked to career advancement outcomes can cause some of these.

She went to explain that women enact a transformational leadership style more frequently than men do and the largest difference found in the individual consideration dimension is associated with communal behaviour (stereotypically feminine).

Dr. Arnold explained how interviews were completed with female and male leaders in with people in private sector, government and armed forces leadership positions. They were asked to reflect on and give examples of how they enact the transformational leadership dimensions and probed about the perceived impact these dimensions had on their career progression. The results revealed that men and women are different in business and government context in individual consideration with the implications for succession planning and career progression. Results also showed that men and women were similar in military context with individual consideration, yet not in the generally expected way. Similarity was based on men reporting similar examples of stereotypically feminine aspects of transformational leadership and that challenged assumptions about masculine organizations and pushes us to rethink how we interpret constructs of masculine and feminine when discussing leadership.

The overall implications are women seem to be enacting individual consideration in a qualitatively different way than men in certain environments, a way that perhaps takes more time from their own job requirements and possibly impacts their

advancement. Women and men exhibiting the same individual consideration are not necessarily perceived and rewarded the same way. As well, training programs should consider these nuances; particularly for female leaders.

Jeanette Corbiere Lavell, president, Native Women's Association Canada
Due to inclement weather, Jeannette Corbiere Lavell's was unable to attend.

Lunchtime Story Sharing
During lunch, each respective group represented shared a story, ranging from personal, communal or traditional to promote and foster cultural diversity. The first day, our lunch hour speakers were from the Miawpukek First Nation, Nunasuvuit and Urban Aboriginal. These stories are not listed here as they were for the benefit of the participants.

Dr. Viola Robinson
Aboriginal Women - Journey from the Past, Present, & Future

Dr. Viola Robinson is a Mi'kmaq woman who was born and raised in Nova Scotia. She has spent her life as an advocate for the Mi'kmaq people and for the human rights of First Nations across the country. She has served as a Commissioner with the Royal Commission on Aboriginal Peoples.

Dr. Robinson spoke of the gains Aboriginal women have made over the past decade. Aboriginal women have come a long way and continue to progress in addressing the inequalities they face. She explained how, in 1985, the federal government passed Bill C-31 amending the Indian status and band membership provisions of the *Indian Act*. The amendments were intended to rid the *Indian Act* of sex discrimination. Nonetheless, the provisions still discriminate against women and their children and are damaging for First Nations communities. Dr. Robinson also talked about Matrimonial Real Property on Reserve and how First Nations women currently have no right in law to certain assets when their marriage breaks down, unlike all other women in Canada. The human rights of First Nations women and children are violated and they are discriminated against when they are unable to exercise rights that they would have outside of the reserve.

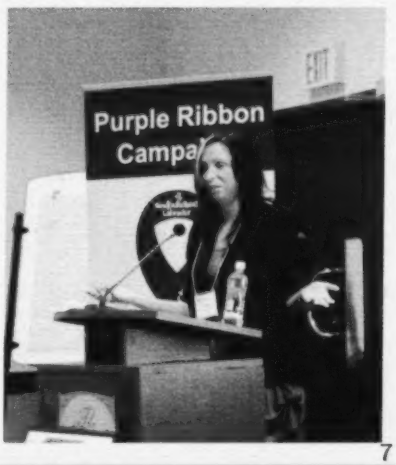
Dr. Robinson spoke of how Aboriginal women seek greater political participation and input into decision making. They seek access to the powers of Chief and Council,

political participation in local and federal governance structures and participation in the negotiation of self-government agreements and their implementation. The mode of governance for Inuit peoples is, and has been, different from that imposed by the Indian Act upon First Nations; both Inuit and Métis women face distinct challenges in facilitating national dialogue on access to governance.

Options for facilitating greater involvement include providing better funding and more independence to Aboriginal organizations that seek to facilitate women's involvement and provide leadership training. Aboriginal women also seek access to redress and accountability mechanisms for local governments and access to an Aboriginal ombudsperson or complaint office. Aboriginal women's access to power and decision-making also requires that certain primary issues are resolved, including their safety, health and access to economic resources. Dr. Robinson concluded her remarks by saying Aboriginal women's time is now and believe in yourself and you will succeed.

Dr. Pam Palmater
Indigenous Women – Rebuilding Our Nations

Dr. Pam Palmater is a Mi'kmaq lawyer from the Eel River Bar First Nation in northern New Brunswick. She has been a practicing lawyer for 12 years and is a member of the Law Society of New Brunswick, the Canadian Bar Association and the Indigenous Bar Association. Currently, she holds the position of associate professor and chair of Indigenous Governance in the Department of Politics and Public Administration and heads the Centre for Indigenous Governance at Ryerson University.



Dr. Palmater provided information about various issues that have an effect on the abilities of indigenous peoples to enjoy their real identities and their ability to partake in their cultures and communities. For example, legislation and policies in relation to Indian registration and band membership impacts indigenous peoples in a very direct way; usually by denying them access to their community and identity. Similarly, concepts like indigenous citizenship and nationhood are as important to most indigenous peoples regardless

of whether they are status or non-status Indians, as determined by Canada.

Dr. Palmater discussed issues around governance and how it can have an impact on grassroots indigenous peoples. As an example, she referenced elections within First Nations and how they often exclude "off-reserve" members, who have a right to participate in their community's governance systems. Dr. Palmater talked about accountability and how it appears that financial accountability seems to be the focus of Indian and Northern Affairs (INAC).

Sheila Freake, Native Liaison Officer, Memorial University of Newfoundland
Leadership through Education

On behalf of Memorial University's Native Liaison Office, Sheila Freake gave an overview of their program and services (Appendix G). The office was initiated by the Labrador Inuit Association (currently Nunatsiavut Government) in November 1990 to provide support for Aboriginal people attending Memorial University. The university, via Student Affairs, assumed funding control over the office in April 2009. Currently, there are 286 self-identified Aboriginal students availing of the service. The Native Liaison Office offers a variety of services, including support with the registration process, such as assistance with course selection andaccommodations, outlining the variety of services available at the university and referrals to specific university departments. They provide information on Aboriginal funding opportunities and scholarships. They have developed and implemented an Aboriginal orientation program.

The Native Liaison Office strives to establish a positive environment that provides encouragement and ongoing support for Aboriginal students to succeed. There are opportunities created for Aboriginal students to share unique cultural knowledge to promote increased self-confidence. The office ensures a comfortable place where Aboriginal students can come together and support one another as a family unit, as well as opportunities to take on leadership roles.

Closing Prayer

A closing prayer was given by Lisa Dempster of the Nunatukavut.
Delegates departed to prepare for the community feast and giveaway ceremony.

Honourable Patty Pottle, Minister of Aboriginal Affairs
Community Feast & Banquet

Conference delegates and invited guests attended a community feast and banquet, along with a traditional giveaway ceremony. Keynote speaker for the evening's events was the Honourable Patty Pottle, Minister of Aboriginal Affairs (Appendix F).

Minister Pottle highlighted the fact that this annual event has provided a wonderful opportunity for everyone to work together to advance realistic and pragmatic solutions to the socio-economic conditions for Aboriginal women in Newfoundland and Labrador. As well, the Minister indicated Aboriginal women at this event created and shared a plan to strengthen their place in their communities, their province and in Canada. She stated that a key part of the government's vision for this province just as the title of the conference states – "strong women, strong communities." She said that it is only through building the capacity of all the people in the province that strong communities can be built as the foundation for a strong province.
The Minister stated that women play a key role in the leadership of Aboriginal communities. Minister Pottle concluded by stating: "When I look out at the audience this evening, all I see are *strong Aboriginal women leaders*."

The Kilautip Songuninga Inuit Drum Group performed numerous pieces and provided examples of Inuit traditional games. It was an interactive performance with a young Mi'kmaq student, Misel Jeddore, and Minister Pottle partaking in the dancing and drumming.

The next performance was St. Aneweway Mi'kmaq Youth Choir from Conne River. They entertained the audience with a number of traditional and contemporary Mi'kmaq songs along with traditional drumming. They dedicated the Mi'kmaq version of Amazing Grace to Minister Pottle for her relentless work on behalf of Aboriginal people in the province.

The evening ended with a traditional giveaway ceremony, along with the Friendship Song.

Conference Proceedings: Day Two

The second day of the conference was opened by the Nunatsiavut Government.

Judy welcomed everyone back to the conference and provided a recap of the first day proceedings and the Community Feast & Banquet.

Linda Ross, president, Provincial Advisory Council on the Status of Women
Women in Leadership – Benefits and Barriers

Linda Ross provided an overview of the various benefits and barriers that woman within the province of Newfoundland Labrador face. Ms. Ross stated that Aboriginal and non-Aboriginal women face similar challenges in their plight to advancing women's equality. She further indicated that even with those similarities, it is recognized there are vast differences with respect to culture, traditions and language. Ms. Ross is confident that together Aboriginal women and non-Aboriginal women will make a difference and establish their rightful place at all levels of government. Aboriginal women must be involved in senior management and participate in national and provincial boards and committees.

Dr. Viola Robinson and Dr. Pam Palmater
Panel Discussion

This was an information session where questions were asked by conference participants.

A number of topics were discussed ranging from child welfare policies to victims of violence to sentencing in the criminal court system. Both ladies had a wealth of knowledge that captured the attention of all conference participants.

Lunchtime Sharing Stories

During lunch, each cultural group shared a personal, communal or traditional story to promote and foster cultural diversity. On day two, the lunch speakers were from the Newfoundland Aboriginal Women's Network and NunatuKavut.

Group Discussions

Participants broke into their respective cultural groups to review the materials presented over the conference and discuss its relevance or applicability to their own communities, as well as suggestions for next year. Below is some of the feedback heard from these groups:

Group #1 – NAWN and FNI

- Talking circle on the agenda
- Table for crafters
- Hospitality room that is not the bar
- Conference should return to Labrador
- Cultural session on the agenda
- Introductions; women at the conference should introduce themselves
- Youth should have breakout sessions as they have their own issues
- Indian affairs should put the languages of their bills in terms of plain language
- No Aboriginal group should feel like they are alone (electronic networking)

Group #2 – NunatuKavut

- Very relevant issues
- Need a Labrador Aboriginal Women's group; needs support from the province like island group gets
- Need to lobby collectively for justice for Aboriginal women
- Continuation of Aboriginal women's advisory committee with a united voice for all provincial Aboriginal organizations
- Need to engage the youth and provide an opportunity for the youth to get involved
- Educate both parents and youth
- Need a mix of people sitting on boards and committees
- Hold a conference in Labrador and focus attention on Labrador women too
- Challenges around services

Group #3 – St. John's Friendship Center

- Justice System – Need an Aboriginal Court worker program in the St. John's and metro area for Aboriginal clients involved with the justice system. Unfortunately, most Aboriginal people go to court without knowing exactly everything that is going on. The legal jargon is quite confusing and frustrating causing additional stress to an already stressful situation.

- Health System – More transparency and inclusion amongst all Aboriginal groups. Not all Aboriginal groups are covered by their respective bands or governments, causing financial stress amongst families that are forced to travel to urban areas for medical treatment. As well, there needs to be more FASD training and conferences to better understand the effects of FASD especially for frontline workers.
- Networking – There is a need for inclusion amongst Aboriginal women's groups throughout the island and Labrador portion of the province. All groups should be connected in order to close gaps and improve services for Aboriginal women and their families throughout the province.
- Provincial Boards and Committees – Need more involvement amongst all Aboriginal women's groups on boards and committees. Each group could network together to improve awareness of services and possibly partner and share resources.
- Women's Centre – Need to continue to invite the executive director of the St. John's Status of Women Council.
- Next Conference – Next conference should be held back in Labrador as it has been held in St. John's for the past three years. For some women it is an opportunity to see family members and reconnect with their cultures.

Group #4 – Nunatsiavut

- Justice system
  - Understanding the court process;
  - Sentencing;
- Health
  - Lack of funding/services
  - Financial difficulty
- Supporting each other by having women's groups in Labrador and not just focus on the island;
- Women Leadership
  - Gaps within government
  - Need Aboriginal female representation within senior management positions in government.

Next Steps and Wrap Up

The conference ended with a recap of the proceedings and explained that a report would be developed outlining the feedback from the conference. This report would be then passed on to the Government of Newfoundland Labrador and the working group.

It was also indicated that the report would also be available online on the Women's Policy Office website.

Participants were thanked and extended safe travels to all.

The Mi'kmaq women closed the session with a prayer.

Appendix A – Agenda

"The Path to the Good Life -
Strong Women, Strong Communities – Advancing Aboriginal Women's Equality"

AGENDA
February 9th – 10th, 2011

Wednesday, February 9, 2011

8:30am–9am	Registration (Capital Hotel)
9:00am – 9:30am	Opening Ceremony – NAWN
9:30am – 10:00am	Opening Remarks – Overview of the Agenda – Judy White
9:30am – 10:00am	**Welcome – Minister Susan Sullivan**
10:00am – 10:30am	**"Women and leadership: Behaviour, perception and career advancement'."** – Dr. Kara Arnold Professor, Faculty of Business Administration, Memorial University
10:30am- 10:45am	Break
10:45am- 11:30am	**"Aboriginal Women, Traditional Roles and Leadership" - Jeannette Corbiere Lavell** – President of Native Women's Association of Canada
11:30pm – 1:00pm	Lunch– Sharing Session – Tammy Drew -MFN, Nunatsiavut & Urban Aboriginal-Emma Reelis
Afternoon Sessions	
1:00pm – 1:30pm	**"Indigenous Women: Rebuilding our Nations".** – Dr. Pam Palmater – Chair Centre of Indigenous Governance – Ryerson University

1:30pm – 2:30pm	**"Aboriginal Women - Journey- from the Past, Present, & Future".** Dr. Viola Robinson – Mikmaq Rights Activist
2:30- 3:00	**"Leadership through Education"-** Sheile Freake – Native Liaison Officer – Memorial University
3:00pm	Nutrition Break
3:15- 3:45	Wrap up
3:45 - 4:00pm	Closing Prayer (Innu)

Thursday, February 10, 2010

9:00am–9:15am	**Opening Ceremonies (Nunatsiavut)**
9:15am – 9:45am	**"Women in Leadership – Benefits and Barriers"-** Linda Ross, President of Status of Women Newfoundland Labrador
9:45am - 10:30am	**Panel Discussion** (Dr. Viola Robinson, Dr. Pam Palmater & Jeanette Lavalee-Corbiere)
10:30 am – 11:30pm	Group discussions (Delegate come together to discuss the day's sessions and how it relates to Aboriginal communities or for Aboriginal women-min from this session will be recorded and distributed to delegates for summary discussions)
11:30pm–12:00pm	Report back
1200pm – 1:00pm	Lunch– Sharing Session – **NAWN –Sheila Robinson, Innu** & **NunatuKavut – Melita Paul**)
1:00pm – 1:30pm	Closing (Each language will offer a prayer and will be in a Circle – holding hands)
1:30pm (Departure)	

DINNER AND BANQUET

February 9th, 2011

Emcee – Judy White

6:00pm	Opening Comments Grace (Innu, Inuit, Mik'maq & English)
6:15pm–6:30pm	Traditional Feast (Menu TBD)
6:30pm	Guest Speaker – **Minister Patti Pottle**
7:50 pm – 8:30 pm	Cultural Performance by the Kilautiup Songuninga (Strength of the Drum) Inuit Drum Group St. Aneweway Mi'kmaq Youth Choir Traditional Giveaway
8:30 pm	Closing Song

Appendix B – 2011 Steering Committee

Steering Committee

Tracy Ann Evans	Nunatsiavut
Karen Miller	Urban Aboriginal woman
Emma Reelis	Urban Aboriginal woman
Patricia Brockway	NAWN
Melita Paul	NunatuKavut Community Council
Mardina Joe	Miawpukek First Nation
Kathleen Beneun	Innu Nation
Deborah Marshall	Federation of Newfoundland Indians
Teresa Evans	Department of Labrador and Aboriginal Affairs
Heather MacLellan	Women's Policy Office
Kay Hillier	Women's Policy Office
Belinda Webb	Women's Policy Office
Judy White	Conference Facilitator

Appendix C – Minister Susan Sullivan

- Thank you Judy (White, conference facilitator) for that introduction.
- Elders; Aboriginal women; guest speakers; other invited guests.
- Good morning.
- As Minister Responsible for the Status of Women, I am extremely pleased to join you this morning as we open the 2011 Provincial Aboriginal Women's Conference.
- Since launching the first Aboriginal Women's Conference six years ago, we have found them to be both productive and informative. Dialogue exchanged provides the Provincial Government with a critical and realistic view of the issues impacting Aboriginal women.
- You help us connect and develop our relationship with Aboriginal women. You are an essential to how we, as a government, work with the Aboriginal women's community.
- As I stand here today and scan the room, I see Aboriginal women who are leaders in your respective communities.
- You help bridge the Provincial Government to the Aboriginal community. You provide insights into what is needed to grow and secure greater equality and help shape Provincial Government policies.
- Gatherings such as this provide us with a first-hand account of social and economic issues impacting Aboriginal women. We take that knowledge and apply it in our work.
- For example, stemming from the National Aboriginal Women's Summit in Corner Brook, the Provincial Government established an advisory committee and a senior officials committee on Aboriginal women's issues to advise on priority action items.
- The Provincial Government also continues to advance programs and policies that ensure the necessary social supports are in place to assist Aboriginal women overcome the very real challenges they face, often on a daily basis.
- You will hear from Minister Pottle later in your conference but there are a couple of areas that I would like to touch on that I am particularly pleased with the progress that has been made.

- There are a couple of areas that I would like to touch on that I am particularly pleased with the progress that has been made.

- Through the Provincial Government's Poverty Reduction Strategy, we are taking important steps to build the capacity of Inuit women so they can better access educational, training, poverty reduction and violence prevention services on the north coast of Labrador.

- Many women in these communities – in particular, in Hopedale and Nain – have faced challenges adjusting to new opportunities.

- In some cases, self-esteem, family violence, language barriers, poverty and educational attainment are holding them back from accessing support programs and services.

- To best address these broad issues, a coordinator has been engaged. She is working with women in the five Inuit communities to help build capacity.

- This new position help women gain access to government resources already available and bring new workshops to these communities on topics such as leadership, motivation and self-esteem.

- Supporting the prevention of violence against Aboriginal women and children is a priority of this administration and contributes to the overall goal of violence prevention in Newfoundland and Labrador.

- Statistics clearly reflect that violence against Aboriginal women is a troubling issue. In fact, it has been reported that Aboriginal women face three times the amount of violence of women in the general population.

- To curb this trend, the Provincial Government continues to support community groups through its Aboriginal Women's Violence Prevention Grants. Aboriginal organizations can apply for funding to develop culturally-appropriate approaches to the prevention of violence against Aboriginal women.

- No one should live in fear of violence. This program helps provide long-term solutions to violence. It is not going to end overnight, but with continued support and counsel, we can take the steps to eliminate it.

- The Provincial Government is a vested partner of the Aboriginal women's community. By working together, we can advance important initiatives that strengthen the community for generations to come.

- As I conclude my remarks, I strongly encourage you to take the time over the next couple of days to collaborate and engage with one another. Together, we can build a province that provides equality for all residents.

- Thank you and have a great conference.

Appendix D – Dr. Kara Arnold

Women and Leadership: Behaviour, Perception and Career Advancement

Kara Arnold, PhD

The Path to the Good Life – Strong Women, Strong Communities – Advancing Aboriginal Women's Equality

February 9, 2011

MEMORIAL UNIVERSITY

Overview

- **Gender and transformational leadership:**
  - Differentiate between leader behaviour and perception of this behaviour
  - Differences & similarities in transformational leadership behavior between men and women; some depend on context
  - Perception linked to career advancement outcomes
- **Two phases of research related to career advancement** [Dr. Catherine Loughlin (PI) SSHRC Standard Research Grant (2005-2008)]

Transformational Leadership

Transformational Leadership

- Idealized influence
- Inspirational motivation
- ***Intellectual stimulation***
- ***Individualized consideration***
- (Bass, 1998; Bass & Riggio, 2006)

Transformational Leadership and Gender

- **Women enact a transformational leadership style more frequently than men** *(Eagly, Johannesen-Schmidt & van Engen, 2003)*
- **Largest difference found in the individual consideration dimension**
  - ❖Associated with communal behaviour (stereotypically feminine)

Perception is Reality

- **Stereotypes** *(Heilman & Eagly, 2008; Schein et al., 1996)*
  - ❖Sex role – women 'should' be communal; men 'should' be agentic
  - ❖Leader role – perceived as congruent with masculine role
- **Role congruity theory** *(Eagly & Karau, 2002)*
  - ❖When women violate sex role stereotypes they are perceived in negative way
  - ❖Yet at same time when women act in congruence with their sex role stereotype they violate leader stereotypes
  - ❖Women don't get the same credit for feminine behaviours in the workplace as men do *(Heilman & Chen, 2005 – helping behaviour)*

Leader Evaluation

- **Female transformational leaders <u>less</u> likely than males to generate positive follower evaluations**
  - ❖Traditional ratings of leader effectiveness and satisfaction with the leader were outcomes
  - ❖Transformational leadership measure included all four dimensions *(Powell, Butterfield, Alves, & Bartol, 2004)*

Links to Advancement

- **Different transformational behaviours are needed for women to advance versus for men to advance:**
  - *Inspirational motivation* was rated as more important for promotion for male managers than female managers.
  - For women, *inspirational motivation and individual consideration* were considered equally important for promotion *(Vinkenburg, van Engen, Eagly & Johannesen-Schmidt, in press)*

Two 'routes' to the Top?

- I think of a senior management person who' s a woman in this department. She has a reputation for being good at her job in particular because she' s good at coaching and managing her people and has a history of pulling together a team well. I think of her peers, all male, and one has what I would call good bureaucratic expertise. He knows how the system works. He knows how to get things done. Another has excellent networks and good technical expertise. So there is a gender split if you ever saw one. But the men sure aren' t there because they' re perceived as building a team"

  (Female leader, public sector participant)

Phase 1: Interviews

- **What did we do?**
  - Interviews with female and male leaders in private sector, government, and Armed Forces leadership positions
  - Asked them to reflect on and give examples of how they enact the transformational leadership dimensions and probed the perceived impact these dimensions had on their career progression

What did we find?

- **Similarity & difference depending on context and on type of behaviour**
  - Individual Consideration:
    - Women in business and government were more likely than men to describe self sacrifice as part of their consideration of employees *(Arnold & Loughlin, 2010)*
    - Women and men in military were similar in terms of self sacrifice associated with individual consideration *(Arnold & Loughlin, 2011 working paper)*

Female Leaders

- "Yes. ... I really had to put the interests of that person ahead of my own on a number of occasions in order to convince them that they need to take some time to find that balance in their life before they drain themselves of their energy and their health. Because we are so small ... it wasn't possible to do that without somehow re-jigging the work assignments. So I took on a fair amount while I let that person regain their perspective and their strength" (female, government).
- "My immediate reaction is always 'I focus on development'. I rarely close my door. I have things that I put in place whenever I have an employee that's going for a job promotion. I always offer to mock interview them or help them prepare. It doesn't matter what level or what position they have with the company, or with me" (female, private sector).

Male Leaders

- "I think you tend to do that in terms of taking on responsibilities that should be responsibilities of someone else because they have other commitments. I think it benefits me and more importantly the organization..." (male, government).
- "Employees come to me every once in a while and some of them will say "you know, I can' t do the 6 o' clock shift". I say, don' t worry about it, I' ll do it. But I talk to them about the nine and one deal. I said, you know what, we can' t manage properly if we' re off one day out of every ten" (male, private sector).

Military Similarity

- "Well, I would hope so [hope that she puts employee needs before her own]. Boy (laugh) I mean, to me that' s at the heart of leadership. Um, You know, it' s it' s organization before self and it' s, subordinates, you know, soldier first, is what we talk about" (Female Colonel)
- "Yeah. Absolutely [he puts employee needs before his own]. I, ah, you know, I will not ask somebody to do something that I wouldn't' t do myself ... (Male Colonel)

Intellectual Stimulation

- **Looking at gender and context with regards to intellectual stimulation (problem solving) showed:**
  - Women and men were similar across all three contexts in that they described a participative approach to encouraging employees to think about different ways of doing things (Arnold & Loughlin, 2011)

Female Leaders

- "We'd [my employees and I] talk about it. We have a meeting and we are brainstorming and when we do our plan, okay, it's a safe environment [to suggest] ...let's do something different and what can we do that's different?" (female, private sector)
- "We try to have fairly regular staff meetings and everybody shares what they're working on and what they're doing. And so everybody has a chance to give some input. So rather than getting into your own head of what you think needs to be done, it's an opportunity to get other ideas and other opinions on things" (female, government)
- "So in a lot of cases, I may be looking to try to produce a report or develop a program, or do some sort of construction where I don't necessarily know all of the things that I would need to know in order to solve that problem. So I like to try to go back to the people who do have that skill and ask them well, what is your suggestion? How do you see getting out of this thing, or if you didn't have... if there were no rules to say how you had to do this particular task, how would you do it?" (female, military)

Male Leaders

- "The group of management people that I work with I would brainstorm ways to do that. So it's setting up that kind of environment ... I ask them to lead those sessions, so it comes from their peers. And we look at everything and, not to sound like Doctor Phil but, there's no judgment passed" (male, private sector)
- With the evolving nature of our jobs and stuff like that, when we get in situations where current policies and practices are not working the best, if I sit down with the people that report to me and discuss these situations one of the things that we always do is try to say ... how we could do it differently, completely ignoring the policy as it's written now. What would you do ah, completely differently if you were given the authority to completely change how we manage the particular process, what would you do? And on that basis, then often you'll get excellent feedback and suggestions from the people that deliver the program" (male, government)
- I certainly do encourage it [employees thinking of different ways to do things]. So with the staff to encourage out of the box thinking, what I tend to do is when we face an issue that we have to try and come up with different solutions, we just sit around the table and do some brainstorming. We try and kick down the traditional barriers that, I'm the boss and you're the subordinate, and we just have a session where anyone can say anything about any idea, no matter how ridiculous it is, and then try and expand and develop it. So it's about creating a comfortable environment. Where they can speak freely" (male, military)

Implications

- **Men and women different in business and government context in individual consideration**
  - Implications for succession planning and career progression
- **Men and women were similar in military context with individual consideration – yet not in the way we expected**
  - Similarity was based on men reporting similar examples of stereotypically feminine aspects of transformational leadership
  - Challenges assumptions about masculine organizations and pushes us to rethink how we interpret constructs of masculine and feminine when discussing leadership
- **Similarity across contexts for intellectual stimulation**
  - Because participatory approaches are stereotypically viewed as feminine, will female leaders get the same credit for problem solving in this way as men will?

Phase 2: Experiment

- Are female and male leaders who exhibit similar levels of the individual consideration dimension of transformational leadership equally rewarded in terms of career progression?
- Experimental study designed to investigate the impact of individual consideration on reward allocation and ratings of leader competency (Loughlin, Arnold & Crawford, 2009, forthcoming)

What did we do?

- Participants read an employee profile under the guise of rating how effective 360 degree feedback programs are.
  - ❖Profiles were exactly the same with the exception of:
    - Sex of the leader (female or male) and
    - Individual consideration was high, neutral (no information given) or low
- Outcome measures included competence, and recommendations for recognition and reward.

What did we find?

- **Male and female leaders low on individual consideration:**
  - ❖Both were penalized in similar low rating of competence and reward allocation.
- **Male and female leaders high on individual consideration:**
  - ❖Only male leaders were rated higher on competence and reward allocation.

Advancement Implications

- 'Feminine' leadership behaviour appears to be expected of both male and female managers:
  - ❖Both male and female managers were penalized for failing to engage in individual consideration behaviour.
- However, only male managers seem to benefit from engaging in it (in terms of competence and reward allocation ratings).

Double Bind

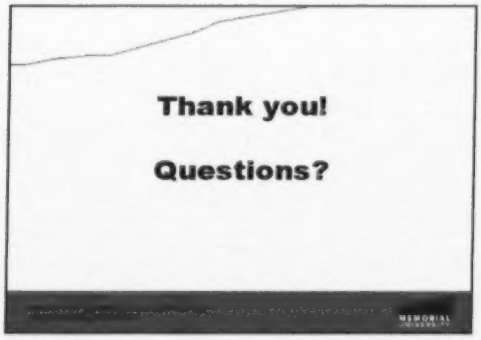
- **"A situation in which a person must choose between equally unsatisfactory alternatives: a punishing and inescapable dilemma"** *(Catalyst, 2007, p. 1)*

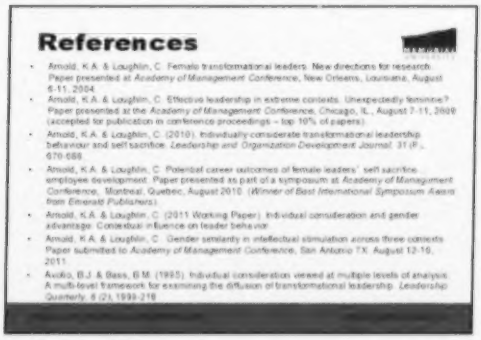
Overall Implications

- Women seem to be enacting individual consideration in a qualitatively different way than men in certain environments – a way that perhaps takes more time from their own job requirements and possibly impacts their advancement.
- Women and men exhibiting the same individual consideration are not necessarily perceived and rewarded the same way.
- Training programs should consider these nuances – particularly for female leaders.

Future Research

- How will 'intersectionality' affect our findings?
  - ❖What happens if we look at Aboriginal women? Black women?
- What about the other dimensions of transformational leadership behaviour?
  - ❖When men and women exhibit similar participative problem solving does this affect competency and reward allocation decisions differently for men versus women?
- Organizational conditions that facilitate or reduce this bias (blind auditions)?


Thank you!
Questions?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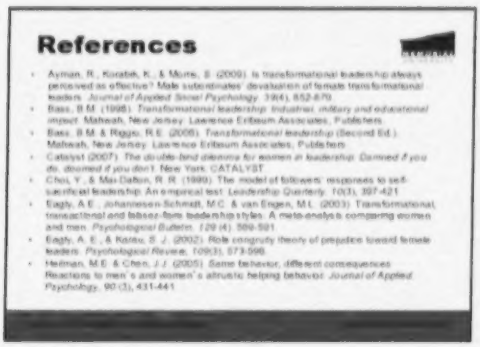
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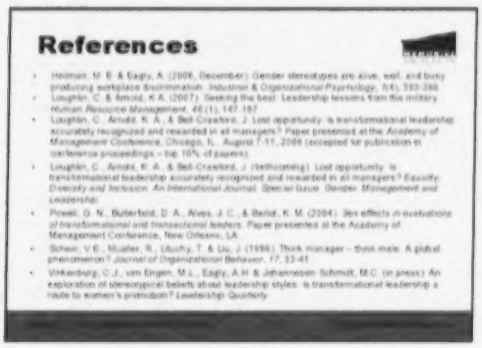
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Appendix E –Sheila Freake & Valerie Pilgrim

student services

Leadership Through Education

Native Liaison Office
Memorial University of Newfoundland

"...Native women are a minority group within a minority group and must strive even harder for equality."[1]

"We have to prepare ourselves to meet the world..."[2]

Dr. Beatrice Watts
Inuit Educator
Labrador Aboriginal Women's Rights Activist

1 ***An Information Paper on How Women's Issues in General Relate to The Labrador Native Women,* by Beatrice Watts, 1984.**

2 **Inuit Studies Conference, Memorial University of Newfoundland, 1996 .**

Overview

- The Native Liaison Office (NLO) was initiated by the Labrador Inuit Association (currently Nunatsiavut Government) in November 1990
  - Support for Aboriginals attending Memorial
- Memorial via Student Affairs assumed funding control over the office in April 2009
  - Currently 286 self identified Aboriginal students attending Memorial
  - Location – University Centre 4003
  - Currently 2 staff members; Officer and Coordinator

Role of the Native Liaison Office

REFERRAL SERVICES	OTHER SERVICES
Registration	Aboriginal Orientation
Assistance with Course Selection	Aboriginal Funding Opportunities
Seeking Accommodations	Aboriginal Scholarships
Services Available at MUN	Create Aboriginal Awareness
Referrals to University Departments	Aboriginal Programming

Statistics

- Since 1996 – Aboriginal population has increased by 45%.[1]
- Women accounted for 51.2 per cent of the Aboriginal population.[2]
- Aboriginal women in Canada are more likely to have a college diploma or university degree compared to Aboriginal men.[3]
- In 2010, approximately 59% of students who self identified as being Aboriginal at Memorial University were women.[4]

[1] *Statistics Canada, Aboriginal Census, 2006.*
[2] *Statistics Canada, Aboriginal Census, 2006.*
[3] *Women in Canada: A Gender- Based Statistical Report, Statistics Canada, 2001.*
[4] *Memorial University of Newfoundland, 2010.*

Progress of the Native Liaison Office

- An additional staff member as of January 2010
- Relationship building / Partnerships
- Aboriginal Student Advisory Committee
- Building awareness of the Native Liaison Office
- Generating understanding of Aboriginal diversity on campus
- Offering Aboriginal specific programming

Native Liaison Office
Influencing Aboriginal Student Success

- We strive to establish a positive environment that provides encouragement and ongoing support for Aboriginal students to succeed
- Opportunities are created for Aboriginal students to share unique cultural knowledge that result in self-confidence
- The Native Liaison Office ensures a comfortable place where Aboriginal students can come together and support one another as a family unit
- We are an institution that offers Aboriginal Students the ability to take on leadership roles

QUESTIONS?

Contact Information

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Native Liaison Coordinator
UC-4003
Memorial University
A1C 5S7

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Appendix F – Minister Patty Pottle

- Good evening esteemed Elders, fellow colleagues, and invited guests. It is indeed an honour to be with you.

- I am absolutely delighted to be here again this year, taking part in such an important conference. Premier Dunderdale sends hers deepest regrets that she is not able to joint you this evening, so the honour falls to me to speak on her behalf.

- "Premier" Kathy Dunderdale.... I have to confess, I *really* like the way that sounds! I have a great deal of respect for Premier Dunderdale. She has always been a strong advocate for the rights of women and I know she will continue to do so in her current role.

- At the risk of boasting, I noted with some interest that Premier Dunderdale recently told the Telegram that she included me as one of the people she would most like to be stuck in an elevator with.

- I take that as high praise!

- On behalf of the Government of Newfoundland and Labrador, I congratulate Judy White and the steering committee for planning this conference, and putting the focus on *Strong Women, Strong Communities – Advancing Aboriginal Women's Equality*.

- As Aboriginal women, we believe in and understand what equality is.

- We know the struggle for equality. And I am proud to be part of a government which supports us in that that struggle.

- In 2006, the Government of Newfoundland and Labrador took a historic leadership role on Aboriginal women's issues and sponsored the first Aboriginal Women's Conference in Happy Valley-Goose Bay.

- In 2007, our government followed that up by organizing the first ever National Aboriginal Women's Summit in Corner Brook.

- Aboriginal women at this event created and shared a plan to strengthen their place in their communities, their province and in Canada.

- Since that time, more than $1.5 million has gone to Aboriginal women's organizations and communities for violence prevention, capacity building, new shelters, skills enhancements and cultural wellness activities.

- All of this provided us with unprecedented knowledge about the realties faced by Aboriginal women. We now can see more opportunities to continue to work together to find realistic and practical ways to support you in your advancement.

- A key part of our government's vision for this great province of ours is just as the title of your conference states – "Strong women, Strong communities." It is only through building the capacity of all our people that we can build strong communities that are the foundation for a strong province.

- Women play a key role in the leadership of Aboriginal communities. You know what your communities need to move forward and build on that strong foundation.

- Continuing and enhancing the leadership of Aboriginal women is essential to the social and economic advancement of your communities. Your values and views provide a necessary perspective for healthy, safe and prosperous communities.

- As an Aboriginal women serving in a government led by Premier Dunderdale, I am proud to stand with you and to advocate for you.

- Through what we have accomplished with such programs as *Violence Prevention Initiative*, the *Poverty Reduction Strategy*, and the *Northern Strategic Plan*, I believe the rest of the country and the world is now looking at Newfoundland and Labrador as a model for pursuing social and economic development with strong systems in place for the inclusion of Aboriginal peoples.

- We live in a time of great economic development, which brings with it great opportunities for advancement. Economic development will only carry us forward as long as its benefits have the ability to reach all people - men and women - equally.

- Women are breaking down barriers on their path to economic prosperity. We need to make sure that all women, especially Aboriginal women, have access to the opportunities in all of the sectors that are driving our economy.

- It is essential, therefore, that we, as Aboriginal women, are given every chance to pursue educational, training and employment opportunities, specifically those available in our own communities or in non-traditional occupations, such as trades, science and engineering, or in the world of business or in positions of leadership.

- Aboriginal women can also be successful entrepreneurs, but they need the same economic opportunities as their male counterparts.

- I'm pleased to point out that the Department of Innovation, Trade and Rural Development, through the leadership of Minister Sullivan, is working with female entrepreneurs and community organizations to create greater business opportunities for women. This is achieved through working with existing and potential women-entrepreneurs to identify business development opportunities.

- Women have the opportunity to play a key role in the development and success of all resource sectors. As a government, we are working to remove barriers so they can fully participate in these growing sectors.

- Last year, the Government of Newfoundland and Labrador worked with the Federal Government to ensure equitable access for women with the $30 million training partnership agreement now in place in Labrador between NALCOR and Aboriginal communities.

- The Labrador Aboriginal Training Partnership addresses disadvantages to education experienced by Aboriginal peoples in Labrador and has set the stage for their further participation in resource development opportunities in Labrador.

- The Government of Newfoundland and Labrador, recognizes the importance of a gender-inclusive and representative workforce and has taken progressive actions to achieve this. I am pleased to say that our partners in industry are making promising moves towards advancing targeted programs for women, Aboriginal women and other under-represented groups in Newfoundland and Labrador.

- Companies are recognizing that a skilled and representative workforce is critical to the long-term success of our resource industries and the continued growth of the economy of our province.

- In its Energy Plan, our government committed to the development of a highly-qualified workforce that would be able to meet the employment needs associated with future resource developments. This plan offers guidance for government and industry partners regarding employment diversity.

- The Energy Plan states that government will require proponents of large-scale projects within our regulatory jurisdiction to include employment plans for women. These plans are to provide equitable access to all employment and business opportunities and eliminate barriers that create discriminatory practices.

- We as a government take considerable pride in the fact that we have a Gender Equity and Diversity Program included in the Hebron and Hibernia South Agreements, as well as other projects, such as Voisey's Bay, Long Harbour and Lower Churchill, which ensure that there will be both an employment plan and a business access strategy for women, including Aboriginal women.

- For projects where jurisdiction is shared with the federal or other governments, as in our offshore, we continue to work to obtain agreements with similar requirements.

- Gender Equity Plans for all phases of major provincial projects have been and continue to be negotiated with quantifiable objectives and goals that support the creation of a representative and capable workforce. These plans will be part of the development plan for future projects and they represent a new era in our province's industry.

- These Gender Equity Plans identify training and recruitment programs for women and Aboriginal people.

- While we can take some pride in what has been accomplished on this front, we do not rest on our laurels. We will continue to push for gender equity and diversity on all fronts.

- As women, we recognize that the struggle for equality and social justice continues everywhere. As we all know, the struggle to prevent violence is taking place throughout our province, including Aboriginal communities.

- Aboriginal women are 3.5 times more likely than non-Aboriginal women to be victims of violence. Spousal violence is reported three-fold by Aboriginal people over non-Aboriginal people. Aboriginal women are more likely than non-Aboriginal women to report the most severe types of spousal violence.

- The need to prevent violence against our province's vulnerable populations has been given a high-level commitment by this government.

- The Provincial Government's response to violence is the *Violence Prevention Initiative*.

- The *Violence Prevention Initiative*, or VPI, is a multi-departmental, government-community partnership to find long-term solutions to the problem of violence against those most at risk in our society, including Aboriginal women and children.

- The VPI budget allows for strategic investments by government, at both the provincial and community levels, to advance this work.

- One example of this is the Aboriginal Women's Violence Prevention Grants. This program provides funding to Aboriginal organizations to carry out projects aimed at addressing issues of violence against Aboriginal women and children.

- Grants are awarded based on criteria developed from needs identified by Aboriginal women at the Newfoundland Aboriginal Women's Summit in 2007.

- A total of 56 projects have received funding over the last six years, and the program is set to continue next year.

- Recently, I've been asked on a few occasions to speak about Aboriginal women and leadership, and it was suggested to me that perhaps I could talk about leadership on this occasion.

- However, I'm not sure there's a whole lot I can say that would enlighten this distinguished gathering of Aboriginal women. When I look out at the audience this evening, all I see are *strong Aboriginal women leaders*.

- Some of you may not think you are. But you are leaders. In your homes, in your communities, you are taking the lead in countless ways.

- You are here this evening, joining with other Aboriginal women in an effort to make things better for your families, your communities, for all of Newfoundland and Labrador.

- Yes, ladies, like it or not, you are all leaders!

- We know that is important that young Aboriginal women have role models to look to as they continue moving forward in the pursuit of social and economic equality.

- You are role models for the younger generation of Aboriginal women in your communities. By coming to this conference, you are continuing to strengthen yourselves, to put your needs and the needs of the women in your communities forward so they get the attention they deserve.

- In closing, I believe that we can have equality in Newfoundland and Labrador – for all women.

- I truly hope that all of you who are here as conference delegates will take advantage of this opportunity to make yourselves and your issues heard. Please take away useful information that will help you build stronger communities.

- Enjoy the rest of the conference.

- Thank you.

Appendix G – Bios of Speakers

Hon. Susan Sullivan

Minister of Innovation, Trade and Rural Development
Minister Responsible for the Status of Women
Minister responsible for the Rural Secretariat
Minister Responsible for Francophone Affairs
Member for Grand Falls Windsor - Buchans

Susan Sullivan was elected to the House of Assembly in the deferred general election in the district of Grand Falls-Windsor-Buchans on November 6, 2007, and in December 2010 was appointed Minister of Innovation, Trade and Rural Development, Minister Responsible for the Rural Secretariat, Minister Responsible for the Status of Women, and Minister Responsible for Francophone Affairs. Prior to her current portfolio, Minister Sullivan served as Minister of Human Resources, Labour and Employment; Minister Responsible for the Status of Persons with Disabilities; Minister Responsible for the Labour Relations Agency.

Born and raised in Grand Falls-Windsor, Minister Sullivan is fiercely proud of her hometown and its rich legacy of social, cultural, and economic leadership. Minister Sullivan has a Bachelor of Arts (French major) and a Bachelor of Education from Memorial University. She has a Masters of Education (literacy) from Mount St. Vincent University and a French immersion diploma from l'Université Laval.

She retired in June of 2007 following a 30-year teaching career, working the last seven years as the French Department Head for the Centre for Distance Learning and Innovation where she taught senior high French to all parts of the province via the Internet.

In the 2005 municipal election, Minister Sullivan was elected Deputy Mayor of Grand Falls-Windsor, serving as Chair of the Public Works and Engineering Committee and the 2006 Salmon Festival. She was a member of the Economic Development and Tourism Committee, the Finance and Human Resources Committee, and the Post Secondary Education Committee. She was also a director of the EXCITE Corporation and a board member of the Exploits Valley Economic Development Corporation where she served on the Municipalities Committee as well as the Education and IT Committees.

Hon. Patty Pottle

Minister of Aboriginal Affairs
Member for Torngat Mountains

Born in Happy Valley-Goose Bay, Patty Pottle grew up in Hopedale, Labrador. After graduating from Amos Comenius Memorial School in her hometown, Ms. Pottle continued her education and received her Bachelor's of Education at Memorial University. She was the first graduate of the Bachelor of Education Native and Northern Studies degree program.

Ms. Pottle went back to Hopedale and taught for six years at the school from which she graduated. She is a well-known entrepreneur, with three businesses in the community. Ms. Pottle is the owner of D.J's gift shop, which was a dream of hers to open, D.J. Properties, and the Amaguk Inn, an 18-bed full-service facility
Ms. Pottle has served on a variety of boards and committees including: Tourism Nunatsiavut * Chair; Tasiujatsoak Trust * Trustee; Kamatsiatet Committee * Chair; Former Town Councilor; Hopedale Heritage Festival; Former Agvituk Historical Society Member; Former Board Member of Labrador Inuit Association; Former Government Member of Government Nunatsiavut (Transitional).

Ms. Pottle is the first female Inuit Member of the House of Assembly to serve in the Provincial Government and is the first female Inuit Cabinet Minister.
Minster Pottle currently resides in Hopedale with her husband Eddy, and her two children, Danielle and Joey.

Dr. Kara Arnold
Dr. Kara A. Arnold is an Associate Professor in Organizational Behaviour and Human Resource Management at the Faculty of Business Administration at Memorial University. She received her Ph.D. in Organizational Behaviour from Queen's University (Kingston, Ontario), her MBA from McMaster University (Hamilton, Ontario) and her BA in psychology from the University of Ottawa (Ottawa, Ontario). Her research focuses on gender issues in organizations, employee well-being and transformational leadership. Her work has been published in a number of sources including the Journal of Applied Psychology and the Journal of Occupational Health Psychology and has been presented at a number of leading international conferences.

Dr. Pam Palmater
Pamela Palmater is a Mi'kmaq lawyer from the Eel River Bar First Nation in northern New Brunswick. She has been a practising lawyer for 12 years and is a member of the Law Society of New Brunswick, the Canadian Bar Association and the Indigenous Bar Association. Currently, she holds the position of Associate Professor and Chair in Indigenous Governance in the Department of Politics and Public Administration and heads the Centre for Indigenous Governance at Ryerson University.

Prior to coming to Ryerson, Pamela worked for the federal government on Indigenous legal and governance issues for approximately ten years. Her position as a lawyer at Justice Canada involved providing legal advice to Indian and Northern Affairs Canada (INAC) on *Indian Act* matters, like additions to reserves, surrenders, leases, licenses and permits. She has also held several Director positions at INAC managing the negotiation and implementation of treaties, land claims, self-government agreements, and economic development agreements, as well as the membership and registration portfolios and general policy development.

Pamela completed her Doctorate in the Science of Law (JSD) at Dalhousie University Law School in 2009. Her thesis entitled: *Beyond Blood: Rethinking Aboriginal Identity and Belonging* is currently in publication and will be released in April 2011. In addition, she holds a Master of Laws (LLM) from Dalhousie

University in Aboriginal Law, a Bachelor of Laws (LLB) at the University of New Brunswick, and a Bachelor of Arts (BA) with a double major in Native Studies and History from St. Thomas University in New Brunswick.

She has published legal articles related to Aboriginal and treaty rights and has her own website and blog dedicated to those issues and many others. Pamela's area of expertise is in Indigenous law, politics, and governance. Her research interests include Indigenous governance, Aboriginal and treaty rights, international human

rights, Indigenous politics, and constitutional law. She is very active in the Indigenous community volunteering as a Board member of Native Child and Family Services Toronto as well as ongoing work with First Nations in Ontario. She regularly appears as a commentator on APTN and has appeared before the House and Senate as an expert witness on legislation impacting Indigenous peoples.

Dr. Viola Robinson

Viola Robinson is a Mi'kmaq woman who was born and raised in Nova Scotia. She attended the Indian Day School at Shubenacadie Reserve, then went to the Sacred Heart Academy in Meteghan and Maritime Business College in Halifax. She has spent her life as an advocate for the Mi'kmaq people and for the human rights of First Nations across the country. While she is best known as the founding and long time president of the Native Council of Canada, her other achievements are numerous. She was awarded an honorary doctorate of Law Degree from Dalhousie University in 1990. She served as a Commissioner with the Royal Commission on Aboriginal Peoples. She completed a law degree at Dalhousie Law School in May 1998. She is a current board member of the Aboriginal Healing Foundation. She is the Mi'kmaq Co-chair of the Justice tri-partite committee of Nova Scotia. She is now a Senior Mi'kmaq advisor on the Negotiations Team with the Mi'kmaq Rights Initiative in Nova Scotia and works as a legal consultant and advises on many issues with the Acadia Band of Nova Scotia. She is a recipient of the highest award that the Province of Nova Scotia awards to the citizens of Nova Scotia which is the Order of Nova Scotia which was presented on October 7, 2009. Dr. Robinson has been appointed Chair of the Nova Scotia Human Rights Commission.

Linda Ross

Linda has held the position of President and CEO of the NL Provincial Advisory Council on the Status of Women since April 2009. She is Chair of the Coalition of Provincial and Territorial Advisory Councils on the Status of Women. Prior to coming to the Advisory Council, Linda spent 25 years working on policy and outreach in the field of international development with Oxfam Canada. Over the years she has worked and lived in parts of Asia, Africa and South America. Linda was a member of the Oxfam Canada - Gender Working Group which developed Oxfam's first gender action plan related to internal and external operations. Linda has a history of leadership and experience in dealing with issues that affect women on a local and global scale. Linda has and continues to be actively engaged on the Boards of Directors of numerous community based organizations. She was one of the earliest members of the St. John's International Women's Film Festival and has been a long-standing and active member of the St. John's International Women's Day Committee. Ms. Ross lives with her family in St. John's.

Appendix N – Delegates List

Aboriginal Women's Conference- February 9th -10th, 2011

"The Path to the Good Life- Strong Women, Strong Communities – Advancing Aboriginal Women's Equality"

Delegate's List

St. John's Friendship Centre • Karen Miller • Paula Cuter • Marie Basto • Emma Reelis • Stacey Howse • Cindy Lyall	Miawpukek First Nation (Conne River) • Mardina Joe • Tammy Drew • Yvonne John • Denise John • Darlene Joe • Danielle Jeddore
NunatuKavut Community Council • Melita Paul • Lisa Dempster • Dianne Brown • Susie Penny • Kristy Normore • Kerry Brown	Innu Nation (Did not attend due to weather) • Elizabeth Penashue • Stella Rich • Caroline Andrew • Victoria Nuna
Nunatsiavut (Inuit) • Tracy Ann Evans • Andrea Webb • Kim Campbell McClain • Gertie Palliser • Elizabeth Tuglavina • Donna Dicker	Newfoundland Aboriginal Women's Network (NAWN) • Marie Eastman • Patricia Brockway • Sheila Robinson • Phyllis Cooper • Courtney Brockway • Ann Marie O'Keefe
Federation of Newfoundland Indians (FNI) • Marlene Farrell • Kelly Bennett • Karen White • Nellie Power	

Government of Newfoundland and Labrador

- Heather MacLellan, Women's Policy Office
- Kay Hillier, Women's Policy Office
- Jeanette Piercey, Women's Policy Office
- Belinda Webb, Women's Policy Office
- Barb O'Neill, Women's Policy Office
- Melissa MacLeod, Women's Policy Office
- Theresa Evans, Department of Labrador and Aboriginal Affairs

Other Invited Guests

- Honorable Susan Sullivan, Minister Responsible for Status of Women
- Honorable Patty Pottle, Minister of Aboriginal Affairs
- Martha Winters-Abel, Constituency Assistant to Minister Pottle
- Yvonne Jones, Leader of the Official Opposition Party
- Lorraine Michaels, Leader of the New Democratic Party
- Linda Ross, Provincial Advisory Council on the Status of Women
- Charmaine Davidge, St. John's Status of Women's Council
- Judy White, Conference Facilitator